

5 FAH-5 H-120 PROJECT CONTROLS

(TL:ITS-1; 02-13-2002)

5 FAH-5 H-121 INTERNAL MANAGEMENT

(TL:ITS-1; 02-13-2002)

- a. Project managers should establish overall internal management controls for all projects (i.e., configuration management, response to audits) as an audit trail for projects.
- b. Project controls should be in place for the decision-making process to ensure that projected control gates are met.
- c. Project managers must ensure that projects are specifically tailored to adequately satisfy requirements and to meet budget and scheduling timelines.
- d. Project managers should be aware that change impact increases as the project progresses through the life cycle. Proper controls will help to easily accommodate change and keep the team focused to deliver as much as possible on or ahead of schedule.
- e. Project managers should appoint personnel to continually review the effectiveness of the project control system and make adjustments when necessary.
- f. The sponsor, user, and developer must approve, sign, and accept responsibility for development, integration, and maintenance of projects prior to progressing to the next phase of the project.

5 FAH-5 H-122 CONTROL GATES

(TL:ITS-1; 02-13-2002)

- a. Project managers should assign functional managers and task leaders the responsibility for providing progressive project controls for meeting periodic objectives within the framework of the project life cycle as follows:

- (1) To ensure that all scheduled activities have been completed for the project;
 - (2) To avoid moving on to a subsequent activity if the previous activity has not been accomplished; and
 - (3) Validate progress by reviewing tangible measurable output.
- b. Project objectives and milestones should be established throughout the project's life cycle and identified in each phase as appropriate.

5 FAH-5 H-123 CONTRACT MANAGEMENT

(TL:ITS-1; 02-13-2002)

Contractors are to be managed in accordance with performance-based contracting procedures and the standards defined in the statement of work. The development process is managed and monitored by the Government. Managers are to view contractors as assets and focus on "what" is required in the deliverable expected from the contractor. Consider the following points to keep the control of the effort from the Government's view in perspective.

- (1) Ensure that contractor personnel clearly understand the statement of work and are knowledgeable of the project cycle and terminology;
- (2) Establish a method for monitoring contractor progress, communicating preferences, and providing direction; and
- (3) Ensure that the Government team works together, using established control gates as incremental checkpoints to meet objectives for the deliverable.

5 FAH-5 H-124 THROUGH H-129 UNASSIGNED